

**REPORT OF THE
HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

September 12, 2008

ATTENDANCE

Present: Chairman Andrea L. Zopp and Directors David Carvalho, Quin R. Golden, Sister Sheila Lyne, RSM, and Jorge Ramirez (5)

Chairman of the Board Warren L. Batts (Ex-Officio)

Absent: None (0)

Also Present: Director Heather O'Donnell; Patrick Blanchard – Assistant State's Attorney on Cook County Shakman Compliance; Matthew B. DeLeon – Office of the Secretary to the Board; Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau, Office of the State's Attorney; Cecil Marchand – Associate Administrator, Stroger Hospital of Cook County; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Jonathan Rothstein – Acting Bureau Chief, Bureau of Human Resources of Cook County; David Small – Interim Chief Executive Officer, Cook County Health and Hospitals System; Dr. Jeffrey Schaider - Chairman of Emergency Medicine, Stroger Hospital of Cook County.

Ladies and Gentlemen:

Your Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Friday, September 12, 2008 at the hour of 7:30 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Human Resources Committee has considered the following items and upon adoption of this report, the recommendations follow.

Roll Call

Matthew B. DeLeon, of the Office of the Secretary to the Board, called the roll of members and it was determined that a quorum was present.

OLD BUSINESS

Review and discussion of proposed revision of non-physician and
physician hiring, including discussion of diversity practices.

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David Small, Interim Chief Executive Officer of the Cook County Health and Hospitals System, stated that the Committee had received in their backup a document titled "Hiring Process for Non-physicians and Physicians," dated December 1, 2007. (See Attachment #1.) Mr. Small stated that this document was created by convening a small group of individuals representing different constituents across the System to review possible revisions.

Mr. Small introduced Dr. Jeffrey Schaidler, Chairman of Emergency Medicine at Stroger Hospital of Cook County, to summarize the changes to the hiring procedures and policies.

Dr. Schaidler gave the Committee a brief overview of the proposed revisions to the hiring process.

Director Carvalho asked if there were other changes not highlighted in red that have been changed.

Mr. Small stated that everything in red are substantive changes.

Chairman Zopp inquired as to why the Joint Conference Committee step was eliminated.

Dr. Schaidler stated that the Joint Conference Committee was essentially meeting on a quarterly basis, rather than on a monthly basis; this would mean a huge delay as far as going forward with the process.

Mr. Small stated that there will still be Joint Conference Committee meetings; there are members of the Board that the Chairman has appointed to participate in those meetings. He stated that the only thing that is changing is that they are not an intervening step to review privileging that is happening between the Executive Medical Staff Committee (EMS) and the Board through the Quality and Patient Safety Committee.

The discussion turned to the issue of creating applicant pools for similar positions. Jonathan Rothstein, Acting Chief of the Bureau of Human Resources of Cook County, stated that for some positions it is possible but for some it is not. There are two primary constraints. First, the Shakman Consent Decree and Plan of Compliance is a court approved document; any changes to policy that are inconsistent with that document would have to be submitted to the court for approval. Second, the provisions of certain collective bargaining agreements might preclude implementing such policy for some positions.

Mr. Rothstein provided an example of restrictions related to creating pools of applicants for similar positions. He stated that the registered nurses' contract requires the County to post each position individually and to allow applicants to apply for each position individually; the posting has to include both the department and the shift.

With respect to non-union positions, under the Plan of Compliance and the Shakman Decree every individual that applies for a position must be interviewed for that position.

Chairman Zopp inquired whether from a policy perspective, language can be added that states "it is the policy that where possible, not in contradiction to union rules or other legal requirements, applicants will be treated as a pool for all other similar jobs."

Mr. Rothstein stated that is was an excellent suggestion.

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Director Carvalho stated that for some time there has been an effort to get minimum staffing rules in nursing; it is challenging if the System has to overstaff in some places then also have to use overtime to meet the minimum staffing in another area.

Discussion continued on the need for flexibility to move individuals from one area to another with regard to staffing needs; Chairman Zopp stated that this subject, relating to collective bargaining negotiation strategies, will be on the agenda for the next Committee meeting.

Dr. Schaidler stated that the eligibility list is created downtown with the Shakman Compliance Officers. He stated that from his personal perspective as a department head, he would rather receive the applications himself and determine who is eligible and who he would like to interview; at this point and time it is not possible.

Mr. Small explained the current process. An individual from the Bureau of Human Resources (HR) has the responsibility to do a review of all applications received to ascertain whether the applicant meets minimum requirements. Once that is done, the applications of those candidates who are deemed qualified are then presented to the hiring departments for their review and subsequently, interviews are conducted. Mr. Small indicated that there is an interest to re-define the process so that the review for minimum qualifications of candidates can also include the hiring managers or directors.

Mr. Rothstein stated that the Compliance Plan requires that a minimum of seven applicants be sent who meet the minimum qualifications for the position. The departments can review the applications but this may be difficult since this is a typical HR function. The mean number of applicants for most of the positions is somewhere under ten. Those applicants with minimum qualifications must be interviewed pursuant to the Compliance Plan.

Director Golden inquired whether all eligible candidates must be interviewed, and whether the candidates are ranked.

Mr. Rothstein responded no, only those sent as eligible to the department. The department has the option to see all candidates that are qualified; however ranking is not possible - at this point they can see a random seven, not the top seven.

Chairman Zopp asked whether the jobs in Appendix A have to go through the process.

Mr. Rothstein responded no.

Chairman Zopp stated that the Committee needs to look at Appendix A. She inquired whether Appendix A needed to be approved by the Court.

Mr. Rothstein replied affirmatively; Appendix A is part of the Consent Decree. He added that the Appendix A positions are more technical positions with advanced degree requirements. The Consent Decree itself contains criteria for Appendix A positions.

Chairman Zopp asked if language can be added that allows hiring managers to review the applicants before the eligibility list is created.

Mr. Rothstein stated that he would have to go back and look at the Plan of Compliance and the Decree.

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Chairman Zopp asked Patrick Blanchard, Assistant State's Attorney on Cook County Shakman Compliance, to give the Committee a view on the issue of minimum qualifications for a job.

Mr. Blanchard stated that the Committee has to keep in mind that Shakman is a process that is ongoing. To the extent that the System Board believes that different procedures should be adopted, that is something that the Board should move ahead and try to correct. He added that Mr. Rothstein is working on the new hiring plan; Mr. Blanchard anticipates that it will have many changes that are going to be different from what the Plan of Compliance currently calls for. In conclusion, he stated that this is the time to address those issues; these can certainly be brought to the Compliance Administrator, former Judge Julia Nowicki, and to the court if necessary.

Director Carvalho inquired into the specific changes that need to be made to reflect the Board's position that political factors not involved in filling of Shakman-exempt positions.

Mr. Rothstein stated that the language change could be proposed by the State's Attorney's Office.

Director Carvalho requested that this be done.

Mr. Small stated that he will work with Mr. Rothstein's office and the State's Attorney's Office to make sure that the language reflects the intent and not violate any other policies.

Mr. Rothstein stated that "political factors" need to be defined.

Chairman Zopp stated that instead of using the term "political factor," it could instead be termed as "ability to perform in the job."

Chairman Zopp asked if there is a possibility to allow applications to be accepted at locations other than downtown.

Mr. Rothstein referred to a memorandum that was distributed to the Committee. (See Attachment #2.) The first bullet point in the memorandum on page two details the application process. Mr. Rothstein stated that it does make sense to take applications for all of the positions at the various facilities; in fact, there was a period where it was done, however, the Board of Commissioners chose to centralize the function.

Chairman Zopp requested that the language be modified to show this option. She asked Mr. Small to coordinate with Mr. Rothstein, Dr. Schaidler and Cecil Marchand to find the best option.

It was determined that the proposed policy would be revised with the suggestions made at the meeting and re-submitted to the Committee for their review. Mr. Small stated that he expects that the revised version to be placed on the agenda one month from now.

As the Committee was concluding their discussion of the item, Director Golden inquired as to the timeline for an electronic system. Mr. Rothstein indicated that a decision had been made to go to an outside resource, rather than do it in-house. They went to the current software vendor and were given a price quote; from a technical standpoint their human resource modules can interface with the current payroll system. There needs to be more discussion, or the level of customization may not be realized. The goal is to implement the system by the end of this year, or possibly by the beginning of next year.

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Mr. Small asked Mr. Marchand to explain the report distributed which details the current status of requests to hire for the System. (See Attachment #3.)

Mr. Marchand reviewed the document with the Committee.

Director Golden requested that the following information be included in the report: when the position was last filled; whether it is a new position; and where the position is going to be located.

In response to questions regarding budgeted positions that had been until recently unfunded, Mr. Rothstein explained that passage of a line item budget led to the implementation of a hiring plan relative to turnover adjustment; this limited and delayed the filling of positions.

Director Carvalho stated that the line item budget constraint is a problem; he inquired whether there can there be a non-line item budget as it relates to positions.

Patrick T. Driscoll, Jr., Deputy State's Attorney and Chief of the Civil Actions Bureau of the Office of the State's Attorney, stated that it may be difficult to change in the short-term; if the Board feels that it will be an improvement, then it should be discussed.

Chairman Batts stated his belief that adjustments are currently possible with intra-fund transfers.

Chairman Zopp stated that flexibility is needed; currently changes can be made but only to fund existing positions.

On the subject of receiving reports on status of requests to hire in the future, Chairman Zopp stated that they should be presented regularly.

Additionally, Chairman Zopp requested a report from Mr. Small and Mr. Marchand on diversity and compliance with the Equal Employment Opportunity policy. It is important, she stated, to ensure that the System is complying with the Equal Employment Opportunity policy and goals towards diversity. She added that she received a phone call from Dr. Martinez, who previously was the Chair of the Diversity Council at the System when it was active; she will contact him to have him appear at a future meeting.

Discussion of division of human resources responsibilities between the
Cook County Bureau of Human Resources and the Cook County Health and Hospitals System.

Chairman Zopp explained that the Committee had tasked Mr. Small and Mr. Rothstein with reviewing the issue of the division of human resources responsibilities between the Bureau of Human Resources and the Cook County Health and Hospitals System. She stated that they have done so, and are prepared to report on the discussions.

Mr. Small referenced a memorandum dated September 10, 2008 (see Attachment #2) distributed to the Committee.

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Mr. Rothstein reviewed the recommendations contained in the memorandum, and answered questions with regard to current staffing levels and functions of those personnel involved with human resources at the System and the Bureau.

Chairman Zopp thanked Mr. Small and Mr. Rothstein for their work; she thought the memorandum addressed many of the issues involved, although some refining still needs to take place.

NEW BUSINESS

Review and discussion of process for developing revisions to existing Cook County personnel rules for application to the Cook County Health and Hospitals System Board.

Chairman Zopp stated that it may make sense to review sections at a time and determine changes for the System versus the County. There also needs to be a discussion to determine the process. She noted that there is a separate set of rules for physicians and dentists.

At the request of Director Carvalho, Elizabeth Reidy, Deputy Chief of the Civil Actions Bureau of the Office of the State's Attorney, provided the history behind the reason for the specific set of rules for physicians and dentists. She stated that some requirements pursuant to the human resources ordinance would handicap the System. Various issues were carved out of policies which would apply to physicians and dentists. To eliminate dual documents, changes were made to the existing County document to cover the physicians and dentists only.

Chairman Zopp stated that she wants to unify personnel policies into one document for all employees. Portions will be reviewed at each meeting; the Committee will review a couple of sections at a time.

Chairman Zopp, seconded by Director Ramirez, moved to recess the regular session and convene into closed session, pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(17), et seq., which permits closed meetings for consideration of "The recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body." THE MOTION CARRIED UNANIMOUSLY.

Chairman Zopp, seconded by Director Ramirez, moved to adjourn the closed session and convene into regular session. THE MOTION CARRIED UNANIMOUSLY.

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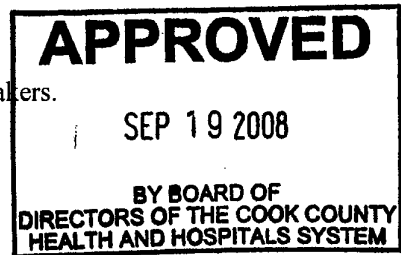
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Public Comments

Chairman Zopp asked the Secretary to call upon any registered public speakers.

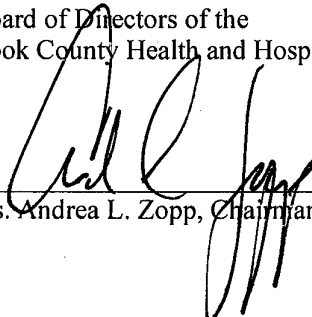
The Secretary responded that there were none.



Adjournment

Director Lyne, seconded by Director Golden, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System



Ms. Andrea L. Zopp, Chairman

Attest:



Matthew B. DeLeon, Secretary

9/12/08 CCHHS Human Resources Committee Report

ATTACHMENT #1



COOK COUNTY BUREAU OF HEALTH SERVICES

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS

POLICY NUMBER: HR.1.20

DATE OF ORIGIN: 12/01/07

REVIEWED & REVISED: 02/01/08

☐ CORE POLICY

☐ AREA SPECIFIC POLICY

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POLICY: The policy and procedures associated with hiring practices shall meet the legal and regulatory requirements of the Federal, State, and County Agencies and Collective Bargaining Agents/Units.

PURPOSE: The Cook County Health and Hospital System in cooperation with the Cook County Department of Human Resources has organized the hiring process so that it is uniform and consistent throughout the Health and Hospital System. The goal is to simplify and standardize the hiring process throughout the Health and Hospital System.

AREAS AFFECTED: All Health and Hospital System facilities and departments' staff

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PAGE NUMBERS/SOME DOCUMENTS NEED REVISION ONCE FINAL PROCESS APPROVED

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1	Definitions
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3-5	Process for hiring Non-Physicians
6-8	Process for hiring Physicians and Mid-Level Providers
9	Sample of Correct Hiring forms:
10	a. Request to Hire (RTH)
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25	h. Personnel Action form
26	i. Cook County Personnel Action Form
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29	k. Cook County Shakman Certification for Applicants/Candidates
30-31	l. Form I-9
32	m. CCBHS Credentialing Application or Preapplication Request form
33-34	n. Application for Administrative Appointment and/or Interim Clinical Privileges
35	o. New Applicant Background Check Request
36-37	<u>Appendix A: Alphabetical Title Report:</u> Lists all positions that can be posted and/or advertised in other professional journals or newspapers as desired. Any positions elected to be posted in the Cook County Human Resources Department shall remain posted for a minimum of 14 days. All other steps remain the same including executing all Shakman Certification forms.
38	<u>Appendix B: Hiring Process Tracking Form:</u> This form is to be completed by the person responsible for each step in the process to track progress and identify personnel.

DEFINITIONS:

1. The Department of Human Resources (Dept. of HR) is the Cook County department responsible for providing management of hiring and employment practices for all County employees.
2. Health and Hospital System -Administrative Staff Services (HHS-ADSS) is the centralized department coordinating the process' of the human resource functions to ensure that the health care system determines the qualifications and competencies for staff positions based on its mission, population, care, treatment, and services.
3. Shakman Certification is the documentation required to certify that political reasons or factors were not considered as part of the hiring or employment process for Shakman covered positions.
4. Cook County Bureau of Human Resources Web address: www.co.cook.il.us/employment.htm

APPROVED

Interim Chief, CCBHS

SIGNATURE

TITLE


DATE

Interim Bureau Chief, Human Resources

SIGNATURE

TITLE

DATE

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Hiring of Non-Physicians KEY POINTS

KEY POINT 1

The Department Director must indicate in the Job Description the job qualifications versus job duties. Job qualifications are certifications, training, etc. required in order for the individual to be selected. These cannot be listed in the posting under job duties.

KEY POINT 2

The only signatures required on the RTH are the Department Director and COO.

KEY POINT 3

If the person being recalled is being placed in the same position with the same PID #, and the qualifications have not changed, the person does not have to be interviewed.

KEY POINT 4

The Department Director/Chairman must notify HHS-ADSS (Ms Pamela Campbell 312-864-0420 or Mr. Cecil Marchand 312-864-0421) of the interview dates so that they can afford the Shakman Compliance Administrator the opportunity to be present and observe the interview process.

KEY POINT 5

If an internal candidate is accepted, the candidate can be released within 2 weeks. It takes 2 weeks to put them into payroll.

KEY POINT 6

Those employees, who are taking a promotion, transfer, or demotion, will not be required to attend orientation, unless moving to a new facility.

KEY POINT 7

Political reasons or factors may not enter into personnel decisions for Shakman covered Cook County positions. The Cook County Shakman Certification form for County Personnel must be executed by every employee having a part in the hiring or employment process. Applicants and Candidates for employment will have a separate Shakman Certification form which will be executed by the Applicant or Candidate as part of the application process and shall be turned in with the Application for employment.

Hiring of Physicians and Mid-level providers KEY POINTS

KEY POINT 1


If incumbent is vacating, then submit:

- Personnel Action form to HHS-ADSS
- Final time card w/ vacation payout to Payroll

Submit at least one full pay period before starting date

KEY POINT 2

Political reasons or factors may not enter into personnel decisions for Shakman covered Cook County positions. The Cook County Shakman Certification form for County Personnel must be executed by every employee/physician having a part in the hiring or employment process. Physician Applicants and Candidates for employment will execute the Cook County Shakman Execution for Applicants/Candidates during the interview process; this executed form should then be collected during the interview process and forwarded with the Hiring Packet.

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PROCESS FOR HIRING NON-PHYSICIANS

1. Department Director/Chairman

a) The Department Director/Chairman completes:

- o A Job Description
- o Request to Hire (RTH) with the Grade/Step indicated in appropriate section.

A standard job posting (Notice of Job Opportunity) will be used. Any additional qualifications or job duties must be indicated on the Request to Hire

b) Initiates Hiring Process Tracking Form

c) For executive/hard to recruit positions, Department Chair contacts System CEO/designee to request approval of an outside resource to assist in recruitment. Outside resource should meet the following criteria:

- o Approved county vendor
- o Demonstrated experience in recruitment of positions' skill set
- o Proven record of recruitment of diverse candidates.

d) Department will follow Cook County's Equal Employment Opportunity Plan and make a best effort to promote diversity within the system.

Add posting to website
 Execute the Cook County Shakman Certification form for County Personnel and forward with the RTH

KEY POINT 1

The Department Director must indicate in the Job Description the job qualifications versus job duties. Job qualifications are certifications, training, etc. required in order for the individual to be selected. These cannot be listed in the posting under job duties.

2. Facility Chief Operating Officer [COO] [2 Days]

a) Facility Chief Operating Officer (COO) reviews:

- o RTH
- o Job Description
- o Standard Job Posting
- o Cook County Shakman Certification form for County Personnel
- o Hiring Process Tracking Form

b) Verifies that the position is open and funded (internal process)

c) Signs and forwards forms to the Health and Hospital System-ADSS Director/designee

KEY POINT 2

The only signatures required on the RTH are the Department Director and COO. The Department Director and COO shall execute the Cook County Shakman Certification form for County Personnel.

3. Health and Hospital System-ADSS Director/designee [3 Days]

The Health and Hospital System-ADSS (HHS-ADSS) verifies the information and **returns any inaccurate RTH forms to the Department Director/Chairman.** If accurate, the forms are forwarded to the Deputy Chief, Bureau of Human Resources (Ms. Doris Gershon, 312-603-6121) who determines which are given to the Labor Relation Officer (Ms. Patricia Davis).

4. Downtown Dept. Human Resources [4 Days]

The Labor Relation Officer (Ms. Davis, 312-603-2029) determines whether the position is on the recall/reinstatement list.

a) If the position is on the recall/reinstatement list, the recall is processed.

For all technical/professional positions, Ms. Davis will contact the department director/chairman to inquire if there are any additional qualifications in accordance with the collective bargaining agreement.

The Department will have the right to interview the recalled individual. Ms. Davis contacts the recalled individual, schedules return to work physical with EHS, and arranges a starting date. She informs HHS-ADSS for processing of ID badges. The employee is scheduled to start at the next pay period if they have been cleared by EHS. Ms. Davis will sign the Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel.

KEY POINT 3

If the person being recalled is being placed in the same position with the same PID #, and the qualifications have not changed, the person does not have to be interviewed.

b) If the position is NOT on the recall/reinstatement list, the Labor Relation Officer informs the Deputy Chief, Bureau of Human Resources, (Ms. Gershon) who assigns a BHR number on the RTH and posts the notice of Job Opportunity. Signs Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel.

5. Deputy Chief, Bureau of Human Resources [4 Days]

The Deputy Chief, Bureau of Human Resources (Ms. Gershon) will post the position within **4 days**. The job is posted downtown, at the facility, and on-line for **14 days**. Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel are signed.



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☐ **AREA SPECIFIC POLICY**

6. Applicants [14 days]/ Dept. HR

Applicants can download an application or pick up an application at one of the Bureau facilities. Internal and external applications must be hand delivered to downtown HR where they will **receive a receipt** verifying that the application was received, including all supporting documents; (e.g. transcripts). The individual will be given and be able to download the Cook County Shakman Certification for Applicants/Candidates; said Shakman Certification form must be executed by the applicant/candidate.

7. Personnel Analyst(s) Dept. HR [3-7 Days]

a) At the end of the posting period, all applications will be forwarded to the Personnel Analyst downtown. After close review, those qualified are entered into the Tracking system and an Eligibility List is generated. The list consists of the names of those applicants who meet the minimum job qualifications. HR Tracking form and Cook County Shakman Certification form for County Personnel are signed.

- b) All applicants on the Eligibility List are sent from downtown HR to HHS-ADSS along with the following documents:
- o Job Description
 - o Job Posting
 - o Completed Job Applications (for each applicant)
 - o Oral Interview Evaluation forms attached to each application (one for each interviewer for each applicant)
 - o The executed Cook County Shakman Certification for Applicants/Candidates
 - o Decision to Hire form
 - o Hiring Process Tracking Form
 - o Cook County Shakman Certification form for County Personnel

8. Health and Hospital System-ADSS Director/designee [2 Days]

Forwards the completed package to the Department Director/Chairman who will schedule interviews. HR Tracking form and Cook County Shakman Certification form for County Personnel are signed.

KEY POINT 4

The Department Director/Chairman must notify HHS-ADSS (Ms Pamela Campbell 312-864-0420 or Mr. Cecil Marchand 312-864-0421) of the interview dates so that they can afford the Shakman Compliance Administrator the opportunity to be present and observe the interview process.

9. Department Director/Chairman [7 Days]

- a) Interviews will be completed within 7 days
- b) Following forms are completed:
- o Oral Interview Evaluation form (one form for each interviewer and applicant)
 - o Cook County Shakman Certification form for County Personnel (front and back side of form)
 - o Decision to Hire form
 - o Hiring Process Tracking Form
- c) Forms are returned to the HHS-ADSS

10. Health and Hospital System-ADSS Director/designee [2-10 Days]


- a) The HHS-ADSS contacts selected applicants and offers position.
- b) After applicant accepts, the HHS-ADSS completes the BOH Blue Requisition form, signs Hiring Process Tracking Form and Cook County Certification form for County Personnel and ensures ALL the forms in packet (below) are completed.
- c) Sends the packet to the Deputy Chief, Bureau of Human Resources (Ms. Doris Gershon, 312-603-6121). Items in packet include:
- o Decision to Hire forms
 - o BOH Blue Requisition form
 - o Eligibility List
 - o Job Posting
 - o Copy of RTH form containing BHR number
 - o Oral Interview Evaluation forms
 - o Executed Shakman Certifications
 - o Hiring Process Tracking Form
- d) HHS-ADSS contacts candidate for pre-employment processing including completion of Background Check Request form at the facility and instructs applicant after completing form to report downtown for fingerprinting. HHS-ADSS will call Employee Health Services (EHS, 312-864-1970) to schedule a full health screening.

KEY POINT 5

If an internal candidate is accepted, the candidate can be released within 2 weeks. It takes 2 weeks to put them into payroll.

11. Downtown Dept. Human Resources [1 Day]

- Deputy Chief, Bureau of Human Resources (Ms. Gershon) will:
- a) Verify the required signatures and approve the BOH Blue Requisition form
 - b) Fax approval to HHS-ADSS (FAX 312-864-9590)
 - c) Sign Hiring Process Tracking Form
 - d) Grant of Authority is prepared

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12. Applicant

- a) Reports to EHS at designated date/time for a complete physical, drug screening, and PPD
- b) Reports downtown for fingerprinting with proper identification and supporting documents.

13. Employee Health Service (EHS) [5 Days]

- a) Performs health screening according to job position physical exam/drug screen/PPD
- b) EHS sends Medical Clearance to HHS-ADSS

14. Health and Hospital System-ADSS [2-10 Days]

- a) HHS-ADSS negotiates a start date with the applicant and schedules hospital orientation for start of next pay period
- b) Submits yellow work order (internal form) and supporting documents indicating start date to downtown HR.
- c) Signs Hiring Process Tracking Form

15. Downtown Dept. Human Resources

Deputy Chief, Bureau of Human Resources (Ms. Gershon) enters information into FMIS with starting date.

16. Health and Hospital System-ADSS

Conducts orientation at start of pay period; distributes I.D. badges and directs new employee to their department at completion of orientation.

KEY POINT 6

Those employees, who are taking a promotion, transfer, or demotion, will not be required to attend orientation, unless moving to a new facility.

KEY POINT 7

Political reasons or factors may not enter into personnel decisions for Shakman covered Cook County positions. The Cook County Shakman Certification form for County Personnel must be executed by every employee having a part in the hiring or employment process. Applicants and Candidates for employment will have a separate Shakman Certification form which will be executed by the Applicant or Candidate as part of the application process and shall be turned in with the Application for employment.



COOK COUNTY BUREAU OF HEALTH SERVICES

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS

POLICY NUMBER: HR.1.20

DATE OF ORIGIN: 12/01/07

REVIEWED & REVISED: 02/01/08

☐ CORE POLICY

☐ AREA SPECIFIC POLICY

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PROCESS FOR HIRING PHYSICIANS AND MID-LEVEL PROVIDERS

1. Division Chief/Department Chairman

- Department identifies a vacancy and funding
- Completes:
 - A Job Description
 - Request to Hire (RTH) with the Grade/Step indicated in appropriate section.

NOTE: Division Chiefs must send the RTH to the Department Chairman for approval before it can go to the COO.

- Specify either candidates' name or "TBD" on the RTH
- Initiates and executes Cook County Shakman Certification form for County Personnel
- Initiates Hiring Process Tracking Form

If position is occupied: attach resignation letter

- For executive/hard to recruit positions, Department Chair contacts System CEO/designee to request approval of an outside resource to assist in recruitment. Outside resource should meet the following criteria:

- Approved county vendor
- Demonstrated experience in recruitment of positions' skill set
- Proven record of recruitment of diverse candidates.

- Department will follow Cook County's Equal Employment Opportunity Plan and make a best effort to promote diversity within the system.

2. Facility Chief Operating Officer (COO) [2 Days]

- Facility Chief Operating Officer (COO) reviews:
 - RTH
 - Job Description
 - Cook County Shakman Certification form for County Personnel
 - Hiring Process Tracking Form
- Confirms the vacancy and funding

- Signs and forwards all forms to the Health and Hospital System-Administrative Staff Services (HHS-ADSS) Director.

The COO signature is a commitment to maintain the vacancy and funding as budgeted.

3. Health and Hospital System-ADSS Director/designee [3 Days]

The Health and Hospital System ADSS (HHS-ADSS) provides the Department Director/Chairman with the following forms for each position:

- Copy of completed and signed RTH
- Job Description
- Oral Interview Evaluation form

- Cook County Shakman Certification form for County Personnel
- Cook County Shakman Certification for Applicants/Candidates
- Decision to Hire form

4. Division Chief/Department Chairman

The Division Chief/Department Chairman will:

- Recruit and schedule candidate interviews
- NOTIFY HHS-ADSS (Ms Pamela Campbell 312-864-0420 or Mr. Cecil Marchand 312-864-0421) of the interview dates so they can afford the Shakman Compliance Administrator the opportunity to be present and observe the interview process.**

- Interview candidates
- Complete and submit to HHS-ADSS:

- Cook County Shakman Certification form for County Personnel
- Cook County Shakman Certification for Applicants/Candidates (Interviewers shall be responsible for providing the Applicant/Candidate Shakman Certification form to the applicant/interviewee as well as collecting the executed form)
- Oral Interview evaluation form (one form for each interviewer for each applicant)
- Decision to Hire (DTH) form, with justification

- Offer position to candidate, pending Quality and Patient Safety Committee approval

The department completes the CCBHS Credentialing Application Request form and returns to the Credentialing Verification Office (CVO, 312-864-0450).

(Note: this starts the 90 Day credentialing clock)

5. Credential Verification Office (CVO) [2 Days]

Sends full credentialing application packet to applicant

6. Applicant

Completes and submits credentialing application packet to CVO:

- Medical staff application (IDPH & CCBHS forms)
- Clinical privileges (departmental form)
- Supporting documentation

7. Health and Hospital System-ADSS [2 Days]

- The HHS-ADSS completes:

- Decision to Hire form
- Cook County Shakman Certification form for County Personnel

- Signs Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel



COOK COUNTY BUREAU OF HEALTH SERVICES

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c) Completes BOH Blue Requisition and holds until notification of Quality and Patient Safety Committee Approval.

8. **Credentials Verification Office (CVO) [6-8 weeks]**

- Initiate/Check credentials application & forward to:
 - Credentials Committee of the EMS
 - Executive Medical Staff
- CVO director prepares report for Quality and Patient Safety Committee in conjunction with the HHS CEO.
- Copy of report is Faxed to HHS-ADSS (312-864-9590) so that BOH Blue Requisition can be prepared.

9. **Quality and Patient Safety Committee [2 Days]**

Assistant to Secretary of the Board provides copy of Approved Stamped Quality and Patient Safety Committee Report to Deputy Chief, Bureau of Human Resources (Ms.Gershon)

10. **Downtown Human Resources [1 Day]**

Deputy Chief, Bureau of Human Resources (Ms.Gershon) receives notification of approved Quality and Patient Safety Committee Report and FAXes copies to:

- HHS-ADSS – (FAX 312 864 9590)
- CVO – (FAX 312 864 9242)

11. **Health and Hospital System-ADSS [1 Day]**

- Forwards all completed forms to Deputy Chief, Bureau of Human Resources (Ms. Doris Gershon, 312-603-6121).
 - Signed RTH
 - BOH Blue Requisition
 - Cook County Shakman Certification form for County Personnel
 - Completed Cook County Shakman Certification for Applicants/Candidates
- Contacts candidate for pre-employment processing including completion of Background Check Request form at the facility and instructs applicant after completing form to report downtown for fingerprints. HHS-ADSS will call Employee Health Services (EHS, 312-864-1970) to schedule a full health screening for applicant.

12. **Credentials Verification Office (CVO)**

CVO sends out appointment letter to applicant and copies to Department Chairman and HHS-ADSS

KEY POINT 1

If incumbent is vacating, then submit:

- Personnel Action form to HHS-ADSS
- Final time card w/ vacation payout to Payroll

Submit at least one full pay period before starting date

13. **Applicant**

- Reports to EHS at designated date/time for a complete physical, drug screening, and PPD
- Reports downtown for fingerprinting with proper identification including:
 - Supporting documents for form I-9

14. **Employee Health Service (EHS) [5 Days]**

Performs health screening according to job position, physical exam/drug screen/PPD
EHS sends Medical Clearance to HHS-ADSS

15. **Health and Hospital System-ADSS [2-10 Days]**

- HHS-ADSS negotiates a start date with the applicant and schedules hospital orientation for start of next pay period
- Submits yellow work order (internal form) and supporting documents indicating start date to downtown HR.

16. **Downtown Human Resources**

- Grant of Authority prepared
- Deputy Chief, Bureau of Human Resources (Ms.Gershon) enters information into FMIS including starting date.


17. **Health and Hospital System-ADSS [7-14 Days]**

Conducts orientation at start of pay period and distributes I.D. badges.
Upon conclusion of orientation, HHS-ADSS directs new employee to:

- CVO for completion of Medicare provider enrollment forms
- Hiring department

KEY POINT 2

Political reasons or factors may not enter into personnel decisions for Shakman covered Cook County positions. The Cook County Shakman Certification form for County Personnel must be executed by every employee/physician having a part in the hiring or employment process. Physician Applicants and Candidates for employment will execute the Cook County Shakman Execution for Applicants/Candidates during the interview process; this executed form should then be collected during the interview process and forwarded with the Hiring Packet.

 COOK COUNTY BUREAU OF HEALTH SERVICES		POLICY NUMBER: HR.1.20
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Administrative Appointment

An administrative appointment will temporarily bypass steps 8 and 9 above. The Credentialing Application and supporting documents (step 6) must be received by the CVO office prior to administrative appointment. Under EMS Bylaws, an administrative appointment is only valid for 6 months. If Step 8 is not completed within 6 months, the privileges lapse.

Division Chief/Department Chair

Completes "Application for Administrative Appointment and/or Interim Clinical privileges" form and forwards to CVO office.

Credentials Verification Office

Checks credentials application, signs the "Application for Administrative Appointment and/or Interim Clinical privileges" & forwards for signature to:

- Chief Medical Officer
- Chair, Credentials Committee of the EMS
- President, Executive Medical Staff
- Chief Operating Officer

After "Application for Administrative Appointment and/or Interim Clinical privileges" is signed off, Step 11 above begins.



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9/12/08 CCHHS Human Resources Committee Report

ATTACHMENT #2

THE BOARD OF COMMISSIONERS

TODD H. STROGER

PRESIDENT

EARLEAN COLLINS	1st Dist.	PETER N. SILVESTRI	9th Dist.
ROBERT STEELE	2nd Dist.	MIKE QUIGLEY	10th Dist.
JERRY BUTLER	3rd Dist.	JOHN P. DALEY	11th Dist.
WILLIAM M. BEAVERS	4th Dist.	FORREST CLAYPOOL	12th Dist.
DEBORAH SIMS	5th Dist.	LARRY SUFFREDIN	13th Dist.
JOAN PATRICIA MURPHY	6th Dist.	GREGG GOSLIN	14th Dist.
JOSEPH MARIO MORENO	7th Dist.	TIMOTHY O. SCHNEIDER	15th Dist.
ROBERTO MALDONADO	8th Dist.	ANTHONY J. PERAIGA	16th Dist.
		ELIZABETH ANN DOODY GORMAN	17th Dist.



BUREAU OF HUMAN RESOURCES
OF COOK COUNTY

JONATHAN A. ROTHSTEIN
ACTING CHIEF OF HUMAN RESOURCES

County Building
118 North Clark Street
Chicago, Illinois 60602-1304
(312) 603-3300 TEL
(312) 603-5404 FAX
(312) 603-5255 TDD

MEMORANDUM

To: Andrea Zopp,
Chair, Health and Hospital System Board HR Committee

From: Cecil Marchand,
Associate Administrator

Jonathan A. Rothstein, *JAR*
Acting Chief, Bureau of Human Resources

Date: September 11, 2008

Re: Recommendations for Division of Functions Between the County Bureau of Human Resources and the Health and Hospital System

We have reviewed Mr. Small's organization chart for the human resources function in the Health and Hospital System ("HHS") with a view to determining which, if any, functions currently being performed by the Cook County Bureau of Human Resources ("Bureau" or "BHR"). Some brief background is in order, followed by our thoughts on an appropriate division of labor in both the short and medium term.

Background

Historically, the various affiliates of the predecessor to the HHS, the Bureau of Health Services, through their human resources staff, performed a number of functions that are currently being performed by the administrative staff services departments at the affiliates, along with some additional functions that are currently being performed by the Bureau. Several years ago, the Board of Commissioners decided that functions performed by the Bureau of Health Services should be centralized for efficiency and cost savings. As a result, certain functions (and associated staff) were transferred to the BHR while remaining staff continued to perform many human resource functions under the re-named departments of administrative staff services. This system proved unworkable in practice, and Mr. Marchand along with some of the staff was moved back to the Stroger Hospital campus to shore-up the human resource function. Mr. Marchand has been functioning as the director of human resources for Stroger Hospital as well as coordinating the activities of the other affiliates with human resource functions. Prior to Mr. Marchand assuming this role, there has never been a human resources manager with system-wide responsibility, and Mr. Marchand continues to do double duty.



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The HHS employs about 25 FTEs in the various affiliates who are performing various human resource functions. The BHR works closely with this staff, especially in the areas of hiring, employee discipline and administration of the collective bargaining agreements. For a variety of reasons related to systems (the FMIS payroll and accounting system that controls placement of employees on the payroll), legal (HHS staff continue under County ordinance to be employees of the County and compliance with various County ordinances along with the County's obligations under the Shakman Consent Decree are required) and practical (primarily limitations in HHS human resources staffing) will make it difficult to disentangle the human resources function of the HHS from the County. Nevertheless, certain things can be done immediately and others in the medium term (subject primarily to staffing-up the human resources function at the HHS) to give the HHS greater control of these functions. Divorcing the human resources function from the County is a longer term project, and obviously complete separation would be impossible, absent a major re-definition of the employer in this case as well as the installation of significant replacement infrastructure, primarily in the form of a separate payroll and accounting system.

Recommendations

With this background, we have the following recommendations:

- The hiring process would remain the same in the short term with the following exceptions: 1. Elimination of HHS CEO signature on all documents (affiliate COOs have final signature authority); 2. Applications will be accepted at each affiliate during the posting period. Many of the functions in the boxed bullet points (employment offers, position) are already being performed at the HHS. In connection with these changes, and in cooperation with Dr. Shaider, we have made changes to the hiring policy to reflect these changes as necessary.
- In the medium term, it is recommended that staff be added for the recruiting function. If this is a high priority, it should be part of the FY2009 submission. If not, the BHR has budgeted in FY2009 for a recruiting staff of four employees. The Bureau could allocate 2 of these positions to executive, physician, nurse and hard to fill clinical positions until such time as the HHS is ready to assume full responsibility for this function.
- Staff processing function should remain as is. There is no efficiency in HHS taking over background checks, and tuition reimbursement is not budgeted by HHS. If HHS were to budget for tuition, this function could be taken over, but it will also pose logistical problems with some agreements (e.g., AFSCME) where reimbursement is from a single fund administered county-wide.
- Labor relations should remain as is. The ordinance establishing the HHS requires County to take the lead in negotiations and neither the staff nor structure exists to have grievances at 3rd step (step prior to arbitration) heard at the HHS level. This might also require a

Andrea Zopp
September 11, 2008
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at 3rd step (step prior to arbitration) heard at the HHS level. This might also require a contract change as current agreements specify that Bureau Chief for BHR is the person charged with responding at the 3rd step.

- Training - should be an HHS function provided funding available in FY09 budget.
- Compensation - should be an HHS function subject to funding in FY09 budget. Job descriptions prepared by HHS subject to review and comment by BHR.

Finally, there are some functions that are performed in part by employees at HHS facilities (or budgeted to HHS facilities) and in part by Bureau employees. These include the employee assistance program and certain aspects of return to work medical evaluations. The medical evaluations should be performed entirely by HHS employees, which will require the involvement of employee health to determine the most effective way to accomplish this transition. We would recommend no change in the administration of the EAP program as there are efficiencies related to the centralization of this program that would be lost if an entirely separate EAP program was created. In any event, this would require additional staff be budgeted, and is probably not the highest priority item at the present time.

cc: Members of the Committee
David Small